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# Strategic v. Tactical Action for Boards

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# The WIOA Vision



## Three hallmarks of excellence:

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- ♦ The needs of business and workers drive workforce solutions;
  - ♦ One-Stop Centers (or American Job Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
  - ♦ The workforce system supports strong regional economies and plays an active role in community and workforce development.”
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# Strategic v. Tactical

Tactical	Strategic	What this Means within a WIOA Context
Asks How?	Asks Why and What?	Not just interested in how individual programs may serve customers, but focuses on the bigger picture of modernizing the workforce system and ensuring it operates as a comprehensive, integrated and streamlined system for all workers and businesses
Reviews Real Time Analytics	Connects Activities to Vision, Mission, and projected future need	Goes beyond simply looking at workforce and occupational data, but uses data to set future goals, create strategic plans, performance improvements, and ensure system excellence
Focuses on current conditions	Focuses on emerging economic trends and labor market patterns	Understands and allocates resources to respond to current workforce skill needs while simultaneously planning for projected future industry needs. Has strong industry sector partnerships in place informing board decisions
Manages processes	Guides system development by defining goals and supporting transformational partnerships	Moves away from managing day to day processes and more toward capacity building, emphasizing lasting connections between core programs and relationships with industry
Determines “success” by reviewing outcomes relative to short-term performance measures	Evaluates system performance using board defined measures and targets that are reflective of local and regionally defined needs	Emphasizes regional planning and alignment with economic development strategy, creation of career pathways, and development of work-based learning for the long-term success of the workforce.

# Strategic Boards...

- ◆ Serve as the keeper of a guiding vision, and engages funders, partners, employers, and community members around that vision
- ◆ Are committed to identify employer centric solutions through strategic partnerships and collaborative service
- ◆ Have an effective structure and measurement process including assessing, reporting and seeking to improve program outcomes



# WIOA Vision

WIOA drives a focus on a unified vision for workforce development shared by all levels of Boards within a state, more extensive collaboration with partners and employers, and expanded accountability and transparency.

**In the realm of strategic activities, Boards will want to consider items such as:**

- ◆ The impact of common performance measures,
  - ◆ New employer measures,
  - ◆ Career pathways for adult and youth populations,
  - ◆ Sector strategies,
  - ◆ The re-envisioning of American Job Centers (AJC),
  - ◆ Staff capacity building,
  - ◆ One Stop / AJC procurement, cost sharing, and certification, along with many other issues.
- ◆ Using Sector Strategies as a sample policy area, we will walk through the process of delineating and planning for both Strategic and Tactical Action

# From Policy to Practice



# Common vision...common goals



Educational  
Systems



Economic  
Development



**Workforce  
System**



Targeted  
Growth Sectors

**The Talent Pipeline – workforce as an asset for regional prosperity**



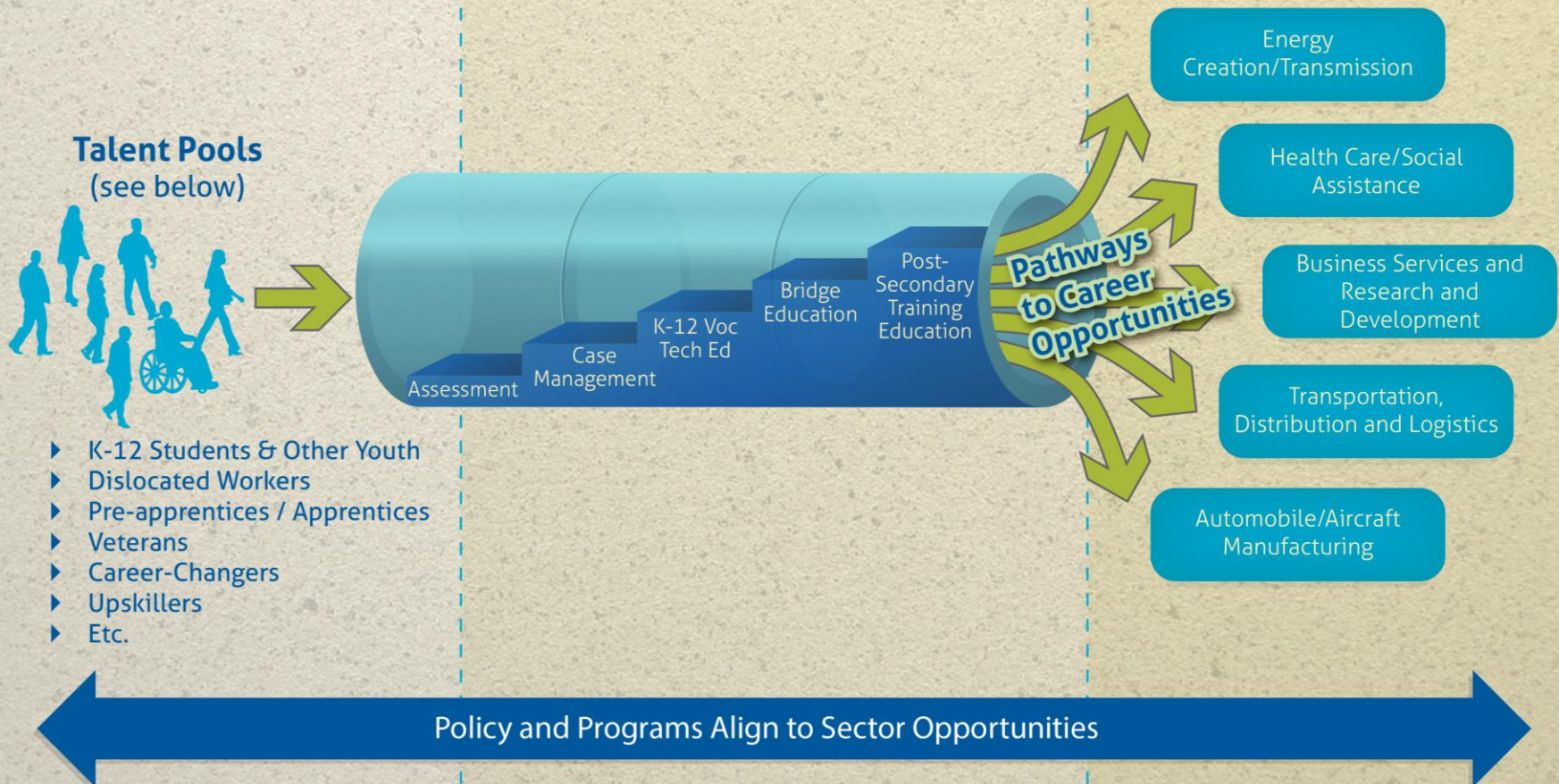
# A World-Class Talent Pipeline:

## The Talent Supply Chain Vision

Aggregate  
Supply

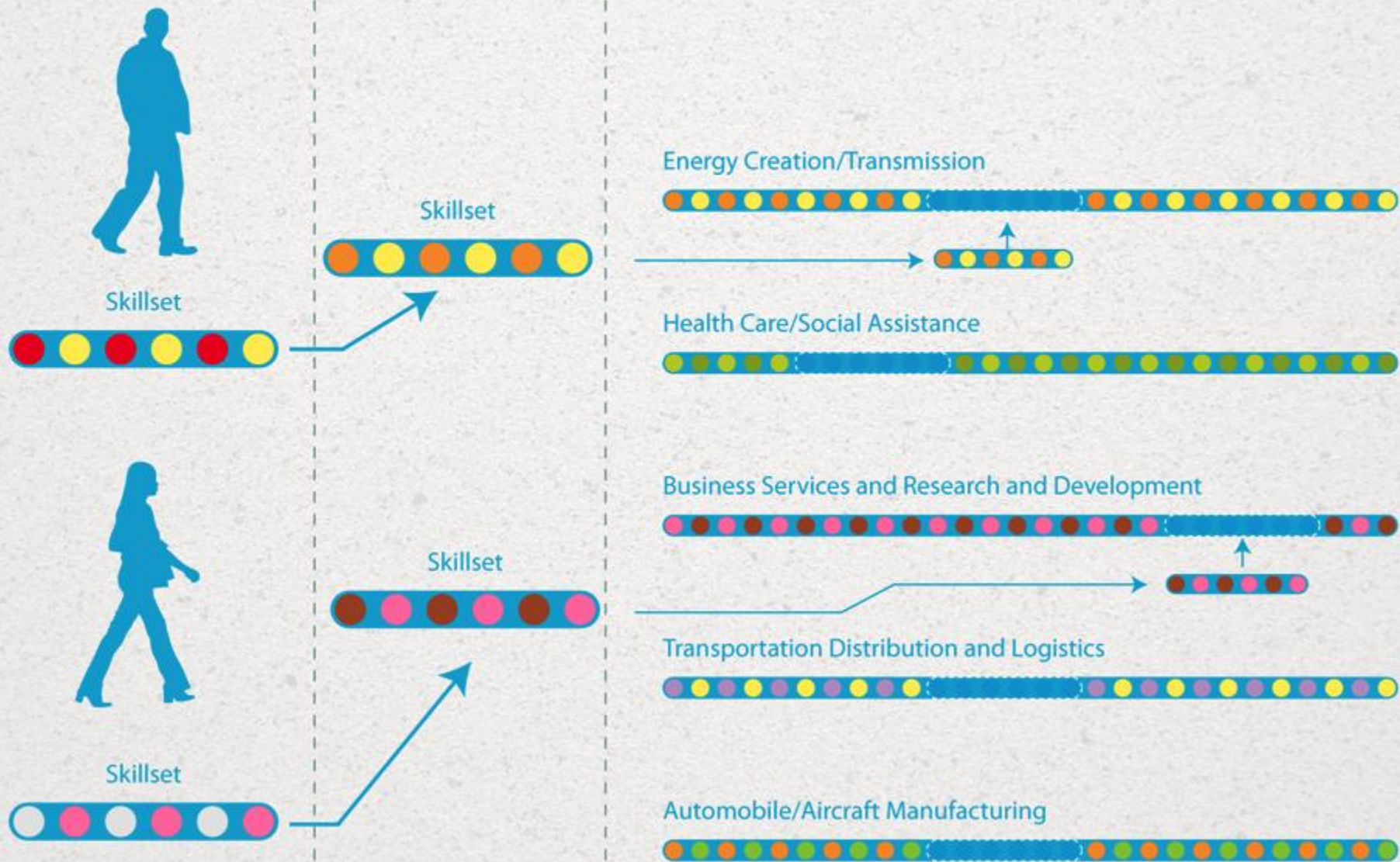
Integrated, Sector-Driven  
Career Development Solutions

Quantify Sector-Based  
Demand





## Inside the Talent Pipeline



# Sector Strategies...

## An Employer Centric Solution

- ◆ A comprehensive approach to identifying and responding to the broad workforce needs of an industry sector within a State or Region
- ◆ Looks to planning long term strategies for the economic growth and development of an industry within an area over time
- ◆ Consists of goals, plans of action, policies, and service delivery strategies developed and continuously re-examined to meet the needs of employers
- ◆ Proven framework for addressing skill gaps and engaging industry in education and training
- ◆ Required element of regional planning in alignment with local labor market needs for identified in-demand sectors and occupations.



# Sector Partnerships

- ◆ Focused, active partnerships among businesses in a target industry sector
- ◆ Critical partners include workforce development organizations, educators, training providers, labor unions, community organizations, and other key stakeholders
- ◆ Activities improve access to quality training and good jobs that increase job quality in ways that also strengthen that industry's workforce





# Table Exercise

*Identify a reporter and scribe for your table.  
Discuss the following responsibility:*



- ① Are the day to day responsibilities of the board (*tactical*) clearly aligned with the Vision and Mission (strategic) of the policy topic – in this case Sector Strategies? ② Discuss the Sector Strategies Approach to Business Engagement And Career Pathways.

- ◆ What roles does the Board need to play?
- ◆ What things will you look for when reviewing with the Board?
- ◆ What work will you need to do in the next 6-12 months to align regional strategies for Sector Partnerships, taking into account existing programs?



# Report Out



# Examples of a Strategic Approach to Sectors

- ◆ Target sectors are identified using the most currently available **regional labor market data**.
- ◆ Industry partnerships **include key sector employers** who are driving the initiative forward.
- ◆ Gives **clear direction to the career center operator regarding industry sectors** to be targeted, including quantified expectations and targeted service and training resources.
- ◆ **Coordinates with education providers, human service partners, and industry associations in the design and delivery of career pathways** aligned to skill needs identified sector strategy efforts.
- ◆ **Engages in a collaborative, demand-driven approach** to respond to employers' immediate needs in partnership with economic development entities and service providers.
- ◆ Develops **linkages with employers to encourage employers using the system** and to support American Job Center local talent development needs.



# Other Thoughts and Ideas



# Thank you!

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